Department of Defense
Civilian Acquisition
Workforce Personnel
Demonstration Project

CT 102 – Writing Effective Assessments

www.acqdemo.com

Instructor: Patty Lindsey, M.Ed.

OUTCOMES

- List strategies to create the written products for the Contribution-based Compensation and Appraisal System (CCAS)

- Be familiar with each section of the CCAS Support F

- Identify characteristics of “effective” objective and assessment statements

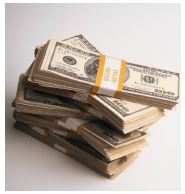
Overview

- CCAS Cycle
- Common Apprehensions
- Input for CCAS Support Form
- CCAS Support Form
- Group Exercise
- Summary

Overview

- CCAS Cycle

CCAS Cycle



Payout & Results

Jan

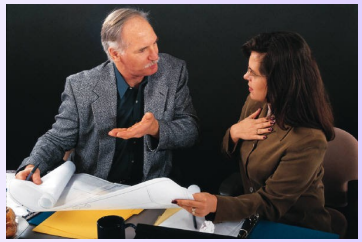
Feb

Mar

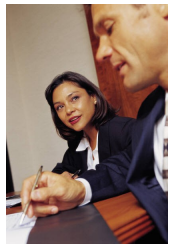
Apr

May

Jun



Mid-Point Meeting



Contribution Objective Plan

Jul

Aug

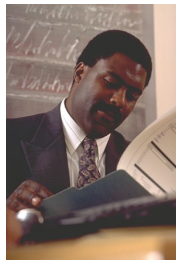
Sep

Oct

Nov

Dec

Pay Pool Panel



Supervisor's Assessment

Employee Self-Assessment

New Cycle Begins

Overview

- CCAS Cycle
- Common Apprehensions

Common Apprehensions

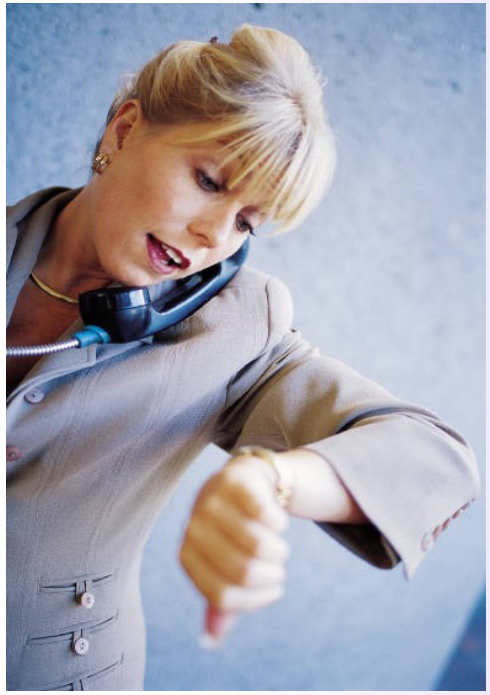
- Employees report that the process of preparing contribution objectives and self-assessments have been somewhat frustrating and worrying.

- Common concerns described in focus groups and surveys include:
  - Time
  - Writing Skills
  - Guidance
  - Page limitations

Common Apprehensions

Time

- Some employees indicated that they did not have enough time to do a good job on their self-assessment.
  - Time Management
    - Supervisor
    - Employee



Common Apprehensions

Writing Skills

- Employees expressed that their writing skills may put them at a disadvantage.
  - Skill-building
  - Prepare a draft
  - Substance and content

Common Apprehensions

Guidance

- Ensure employees know what is expected of them.
  - Initial and mid-point meetings
- Consider conducting small group sessions.
  - Guidelines
  - Local policies
- Visit www.acqdemo
  - Tutorials
  - Examples

Common Apprehensions

Page Limits

- Some employees expressed that unrealistic limits on their assessments prevented them from fully describing all of their contributions.
  - Length of text less important than content of contribution
    - Clear and concise

Overview

- CCAS Cycle
- Common Apprehensions
- Input for CCAS Support Form

Input for CCAS

Mission Statement

Position Requirements Document (PRD)

Factors

Input for CCAS Support Form

Input for CCAS - Mission

DoD Mission

To provide the military forces needed to deter war and to protect the security of the United States.

MARCORSYSCOM Mission

To serve as the Commandant's principal agent for equipping the Operating Forces to accomplish their warfighting mission.

Input for CCAS

- Position Requirements Document (PRD)
  - Position Information
    - Example: Engineering Technician, NJ-0802-II
  - Duties
    - Example: Provides technical assistance to…
  - Factors
    1. Problem Solving
    2. Teamwork/Cooperation
    3. Customer Relations
    4. Leadership/Supervision
    5. Communication
    6. Resource Management

Career Path: Technical Management Support (NJ)
Factor 4: Leadership/Supervision

LEVEL DESCRIPTORS	DISCRIMINATORS
LEVEL I • **Takes initiative in accomplishing assigned tasks. Asks for assistance as appropriate.** • Provides input to others in technical/functional area. • Seeks and takes advantage	- Leadership Role - Breadth of Influence - Mentoring/Employee Development
LEVEL II • Actively contributes as [illegible] assigned projects. • Consults and coordinates with others to complete projects within established guidelines. • Identifies and pursues individual/team developmental opportunities.	- Leadership Role - Breadth of Influence - Mentoring/Employee Development
LEVEL III • **Actively contributes as team member or leader. Recognized for functional/technical [illegible]** • Defines, organizes, [illegible] Guides, motivates and [illegible] projects/programs. • Promotes development [illegible] others to seek specific [illegible]	- Leadership Role - Breadth of Influence - Mentoring/Employee Development
LEVEL IV • **Provides guidance to individuals/teams; resolves conflicts. Serves as subject matter expert.** • Guides, motivates, and oversees multiple complex projects/programs. • Directs assignments to encourage employee development and cross-technical/functional growth to meet organizational needs. Pursues self-development.	- Leadership Role - Breadth of Influence - Mentoring/Employee Development

DESCRIPTORS are different for each level.

DISCRIMINATORS are the same for all levels.

Career Path: Technical Management Support (NJ)
Factor 4: Leadership/Supervision

LEVEL DESCRIPTORS	DISCRIMINATORS
LEVEL II • Actively contributes as a team member; **takes initiative** to accomplish assigned projects. • **Consults and coordinates** with others to complete projects within established guidelines. • **Identifies and pursues** individual/team developmental opportunities.	- Leadership Role - Breadth of Influence - Mentoring/Employee
LEVEL IV • Provides guidance to individuals/teams; resolves conflicts. Serves as subject matter expert. • **Guides, motivates, and oversees** multiple complex projects/programs. • **Directs** assignments to encourage employee development and cross-technical/functional growth to meet	- Leadership Role - Breadth of Influence - Mentoring/Employee

Overview

- CCAS Cycle
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- Input for CCAS Support Form
- CCAS Support Form

Contribution Objectives

- Supervisors should adopt a **Contribution Objective** setting process that allows Employees/Supervisors a chance to agree on areas of planned Employee contributions.

- The process begins with the Employee listing proposed contribution objectives based on mission priorities, needs, and duties of his or her position.
  - Use the Six Factors to structure planned contributions

- Contribution objectives should include milestones, fiscal resources, and other measurable aspects (when available) to supplement the generic Position Requirements Document.

CCAS Support Form

The examples used for this presentation are a mixture of fictional and actual employees' contribution objectives and assessment statements.

The employees and have been given fictitious names, such as Employee Smith, Employee Garcia, etc.

Contribution Objectives

Factor 4: Leadership/Supervision

AT&L Mission
To provide responsive support to ensure readiness and sustainability for the Total Force in both peace and war.

Employee SMITH, NH-IV
Develop and direct the Digitization Support Team in gathering 'live-fire' test data. Coordinate all inputs for presentation to Congress and DoD financial working groups.

Employee JONES, NH-III
Provide constant consultation to sections on Operations & Maintenance funding data and coordinate results with PMs.

Employee GARCIA, NH-II
Identify applicable Continuous Learning (CL) courses and schedule my branch for our annual requirements.

CCAS Support Form
Part III – Employee's Self-Assessment

PART III Employee Self Assessment NAME: Factor Weight:

Instruction: Provide narrative comments regarding your contribution against each contribution factor during the current year.

Problem Solving:

Teamwork/Cooperation:

Customer Relations:

Leadership/Supervision:

Communications:

Resource Management:

Employee signature Date

- Completion date not later than October 5
- Description of contribution against each factor
- Meeting to clarify potential discrepancies or misunderstandings

NOTE: Dates may vary by Pay Pools.

CCAS Support Form

How do I complete my self assessment?

"I provided detailed memos to higher headquarters"

"WHAT" (the activity), "HOW" (the level of performance) and sometimes "WHO" (the customer)

Modify thinking to include cause and effect…

Detailed WHAT, HOW and WHO in addition to "WHY"

"I wrote the AcqDemo Office's quarterly status memos to the Under Secretary for Acquisition, Technology and Logistics, focusing on the need for leadership emphasis; resulted in an Under Secretary decision to identify and induct 20,000 new demo participants during FY 02, advancing DoD toward its 95,000 personnel

CCAS Support Form Part III – Employee's Self Assessment

Factor 4: Leadership/Supervision

AT&L Mission
To provide responsive support to ensure readiness and sustainability for the Total Force in both peace and war.

What Activity

Who

What

What (Activity)

Result Contribution

Why

Employee SMITH, NH-IV
Directed the support team's efforts in gathering, organizing and presenting the Agency's digitization story to Congress, and DoD staffers. Result was 8-of-8 target audiences gained understanding and backed funding of cont ation research.

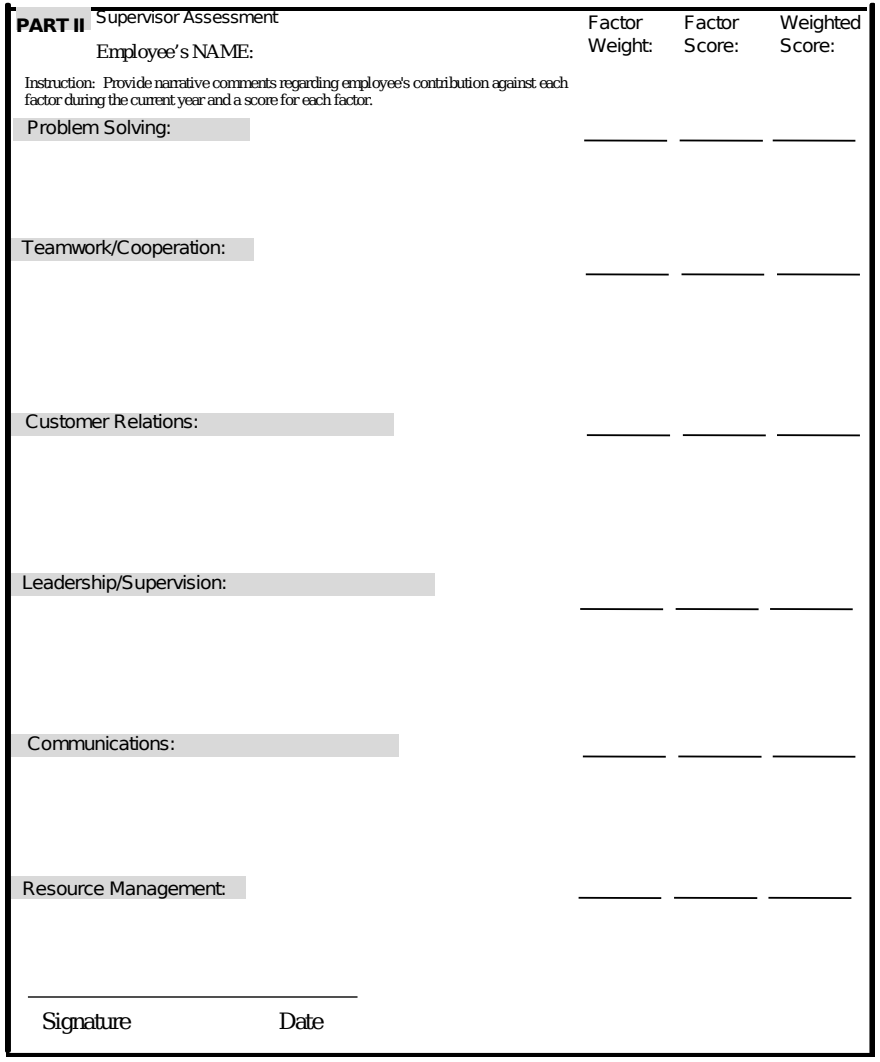
Result

Employee JONES, NH
Conducted monthly review of Operations & Maintenance funding. Results posted on intranet NLT the 5th of each month.

So What?

Employee GARCIA, NH-II
Identified five CL courses that met Branch personnel requirements. Scheduled and ensured all personnel attended training, equating to over 220 hours of training.

CCAS Support Form
Part II - Supervisor Assessment



PART II Supervisor Assessment

Employee's NAME:

	Factor Weight:	Factor Score:	Weighted Score:
Instruction: Provide narrative comments regarding employee's contribution against each factor during the current year and a score for each factor.			
Problem Solving:			
Teamwork/Cooperation:			
Customer Relations:			
Leadership/Supervision:			
Communications:			
Resource Management:			

Signature Date

- Completed after review of employee's Self Assessment
- Completion date not later than October 30
- Basis for discussion during the annual pay pool panel meeting
- Basis for discussion with employee at pay pool session with suggested score
- Submitted to pay pool panel with suggested score

NOTE: Dates may vary by Pay Pools.

CCAS Support Form

- Numerical or categorical scores submitted to pay pool panel

  For example:

  Factor is *Leadership/Supervision*

  Score: ***72*** *or* ***3M***

LEVELS		Business and Technical Professional	Technical Support	Administrative Support
		Point Range	Point Range	Point Range
IV	Very High	115	95	70
	High	96–100	79–83	
	Med	84–95	67–78	
	Low	79–83	61–66	
III	High	79–83	62–66	57–61
	Med	67–78	52–61	47–56
	Low	61–66	43–51	38–46
II	High	62–66	47–51	42–46
	M-H	51–61	41–46	
	Med	41–50	36–40	30–41
	M-L	30–40	30–35	
	Low	22–29	22–29	22–29
I	High	24–29	24–29	24–29
	Med	6–23	6–23	6–23
	Low	0–5	0–5	0–5

Point Ranges

CCAS Support Form
Part II - Supervisor Assessment

Factor 4:
Supervision/Leadership

Why

AT&L Mission
To provide responsive support to ensure readiness and sustainability for the Total Force in both peace and war

What (Activity)

Who

Result Contribution

What (Activity)

Employee SMITH, NH-IV
Directed the 100-person digitization testing support staff. Organized complex, yet comprehensive report for Congressional and DoD and staffers. Contributed to the approval of over $2M in advanced digitization systems.

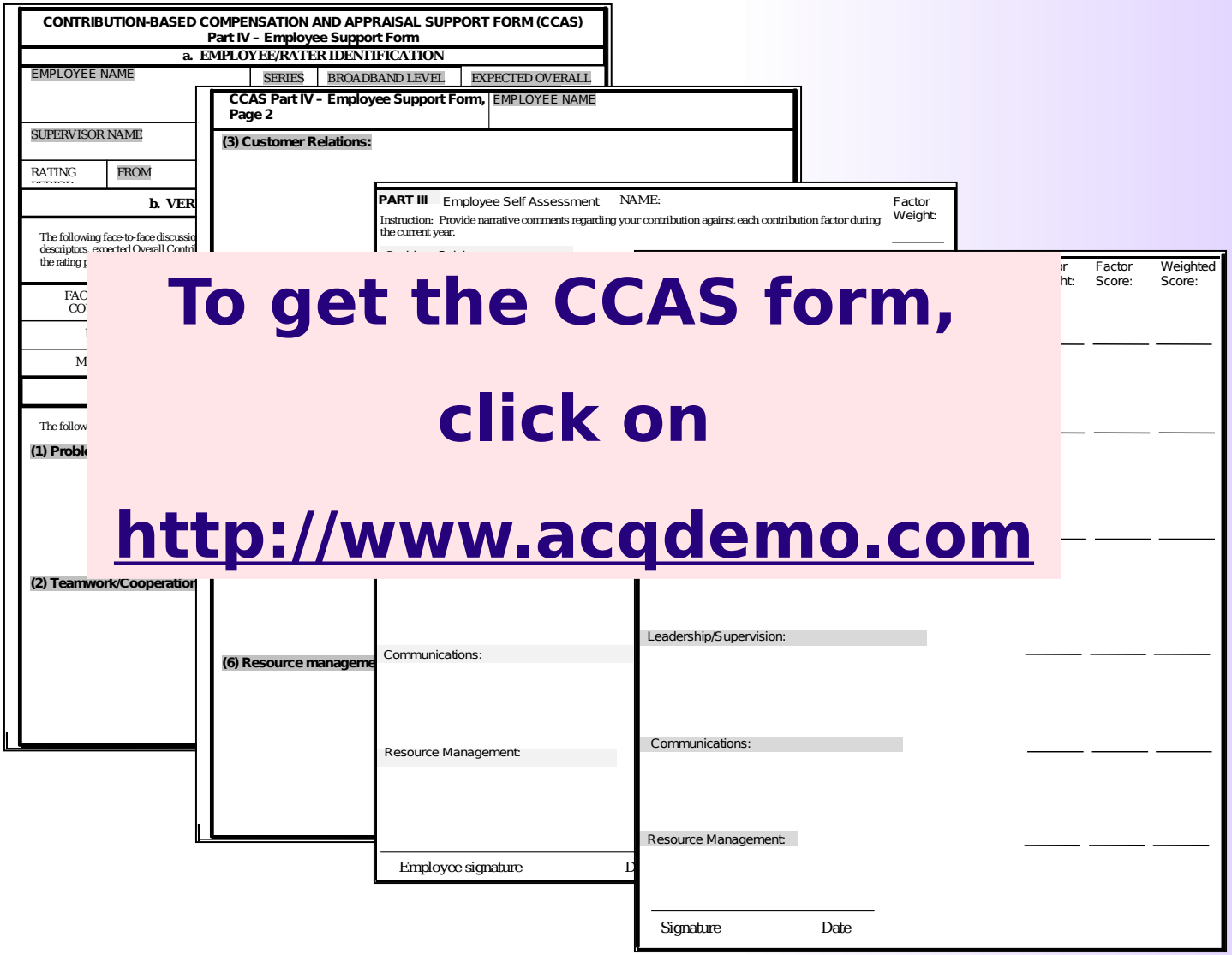
Result

Employee JONES, NH-III
Did not maintain oversight of our sections' Operations & Maintenance funding levels. Failed to foresee funding inadequacy, resulting in early research termination until next year's funding becomes available.

Result

Employee GARCIA, NH-II
Sought and found innovative Continuous Learning (CL) opportunities for her entire branch. Scheduled and ensured over 220 hours of CL objectives were achieved. All CL requirements were achieved; a branch first!

CCAS Support Form



To get the CCAS form, click on

http://www.acqdemo.com

Overview

- CCAS Cycle
- Common Apprehensions
- Input for CCAS Support Form
- CCAS Support Form
- Group Exercise

Group Exercise

- What is your organization's mission?
- How do supervisors and employees fit into it?

Your Overall Contribution Score (OCS) measures *contribution to the mission.*

Marines
The Few. The Proud.

COMMAND MISSION:

To serve as the Commandant's principal agent for equipping the Operating Forces to accomplish their warfighting mission.

COMMAND VISION:

We are the recognized leader in equipping the Warfighter to win.

- **We are timely and consistent in providing quality systems ans equipment to the Operating Forces.**
- **We expertly manage systmes and equipment during their entire life cycle.**
- **We are a proud, high performance, team based, learning organization working in a professional environment.**
- **We employ highly effective, streamlined, and innovative business processes**

Marines
The Few. The Proud.

MARCORSYSCOM

To serve as the Commandant's principal agent for equipping the Operating Forces to accomplish their warfighting mission.

Factor 1: Problem Solving

- **Employee Self-Assessment**: Developed a computer model to track the performance characteristics of the Air Defense Communications Platform (ADCP). This tracking system led to design changes that promise a 12% reduction in data transmission times, while requiring 33% less power to operate.

- **Supervisor Assessment**: Previously, there was no model capable of tracking improved ADCP performance characteristics. This lack of capability caused delays in the identification, ordering, and delivery of compatible systems. This new model will save us millions of dollars over the next few years.

Marines
The Few. The Proud.

MARCORSYSCOM

To serve as the Commandant's principal agent for equipping the Operating Forces to accomplish their warfighting mission.

Factor 2: Teamwork/Cooperation

- **Employee Self-Assessment**: Worked with a team of 4 to implement SYSCOM's new government charge card procedures. The modified procedures, which more efficiently cancels accounts of departing personnel, were developed 30 days ahead of schedule. Since their introduction, these procedures have reduced SYSCOM's average delinquent charge card balance by 36% monthly.

- **Supervisor Assessment**: Great job. Due to the success of her team, MARCORSYSCOM is the recognized leader in government charge card procedures for the Marine Corps!

To serve as the Commandant's principal agent for equipping the Operating Forces to accomplish their warfighting mission.

Factor 3 – Customer Relations

- **Employee Self-Assessment**: Worked with 5 major fields customers in an effort to provide them with the parts and supplies needed to sustain the Expeditionary Air Defense System (EADS). I received several letters of appreciation from customers.

- **Supervisor Assessment**: John has greatly reduced the quantity of outstanding EADS supply requisitions. During this rating period, the on-hand supply rate has risen to 15%. This beats last year's on-hand rate by 5%! In addition to letters of appreciation, I received several phone calls from his prime customers during the rating cycle, commending him on his efforts and willingness to help his customers.

Marines
The Few. The Proud.

MARCORSYSCOM

To serve as the Commandant's principal agent for equipping the Operating Forces to accomplish their warfighting mission.

Factor 4 – Leadership/Supervision

- **Employee Self-Assessment**: Volunteered to lead team to conduct Training Situation Analysis of the Advanced Gunnery Training System (AGTS). Contract was awarded based on team recommendations. System brings new high tech training capabilities to M1A1 tank community.

- **Supervisor Assessment**: Employee volunteered to lead the Training Situation Analysis team for the tank gunnery virtual simulator. However, many complaints were received concerning employee's failure to follow through with numerous tasks. Documentation showed that the employee delegated her responsibilities to a subordinate employee. She failed to lead this group, even after she was given specific instructions on her role in the tasking.

Marines
The Few. The Proud.

MARCORSYSCOM

To serve as the Commandant's principal agent for equipping the Operating Forces to accomplish their warfighting mission.

Factor 5 - Communication

- **Employee Self-Assessment**: Created a computer-based Ground Safety orientation for newly assigned personnel. According to the online survey, personnel awareness of our highest ground safety threats has increased 20% over the previous year. Additionally, I briefed several newcomer unit orientation sessions on Safety Incident reporting procedures.

- **Supervisor Assessment**: Tom's computer-based orientation is now on our website and used by a number of MARCORSYSCOM activities. Tom did an outstanding job in both the written and the oral presentation of this material.

To serve as the Commandant's principal agent for equipping the Operating Forces to accomplish their warfighting mission.

Factor 6 – Resource Management

- **Employee Self-Assessment**: Designed & implemented a new web-based procedure for soliciting/collecting customer surveys for our International Programs. Return rate increased from 150 to 255 during this rating period. The new procedure is less time consuming and eliminates the need for paper copies or faxes.

- **Supervisor Assessment**: Employee designed & implemented a web-based customer survey procedure, reducing processing time by 1 ½ hours per month. Although this is a resource savings in time, the employee's general management of his time is inefficient and ineffective. He often reaccomplishes work because he fails to perform the task properly. Examples include letters to contractors with typographical errors and inadequate information. This causes others to spend time correcting and/or performing the work that he should have accomplished.

Overview

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Summary

- CCAS cycle begins 1 Oct
- Prepare for written requirements
- Practice clear, concise communication
- Answer the “Who,” “What,” “Why” and “To What End” (Result) questions
  - Ask yourself, “So What?” after each statement
- Link and communicate the contribution to the organization’s mission!

Acq Demo

CONTRIBUTION-BASED COMPENSATION AND APPRAISAL SUPPORT FORM (CCAS)
Part IV – Employee Support Form

a. EMPLOYEE/RATER IDENTIFICATION

EMPLOYEE NAME | SERIES | BROADBAND LEVEL | EXPECTED OVERALL CONTRIBUTION SCORE

SUPERVISOR NAME

RATING | FROM

b. VERIFICA

The following face-to-face discussions of cr descriptors, expected Overall Contribution S the rating period took place.

FACE-TO-FACE COUNSELING
INITIAL
MID-POINT

c. C

The following items were discussed between

(1) Problem Solving:

(2) Teamwork/Cooperation:

CCAS Part IV – Employee Support Form, Page 2 | EMPLOYEE NAME

(3) Customer Relations:

(4) Leadership/Supervision:

(5) Commu

(6) Resourc

PART III Employee Self Assessment NAME:

Instruction: Provide narrative comments regarding your contribution against each contribution factor during the current year.

Factor Weight:

Problem Solving:

Teamwork/Cooperation:

Resource Management:

Employee signature Date

PART II Supervisor Assessment

Employee's NAME:

Instruction: Provide narrative comments regarding employee's contribution against each factor during the current year and a score for each factor.

	Factor Weight:	Factor Score:	Weighted Score:
Problem Solving:			
Communications:			
Resource Management:			

Signature Date

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